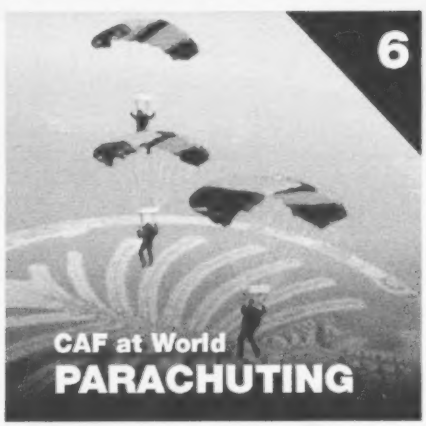
February 2013, Volume 16, Number 2 Keeping the Defence Team informed Français au verso

THE Maple Leaf / LA Feuille d'érable

Roto 2: BUILDING RELATIONSHIPS



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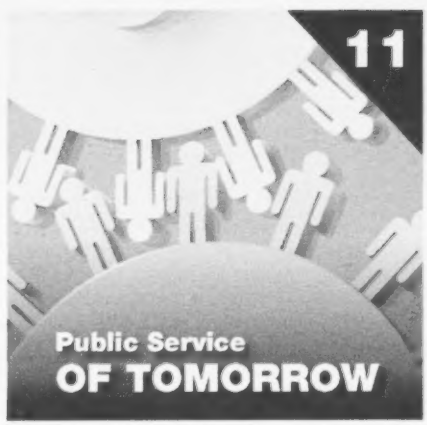
CAF at World
PARACHUTING



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Public Service
OF TOMORROW

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New
BIO-DETECTION

National Defence Défense nationale

Canada

CFCWO: Helping our next generation

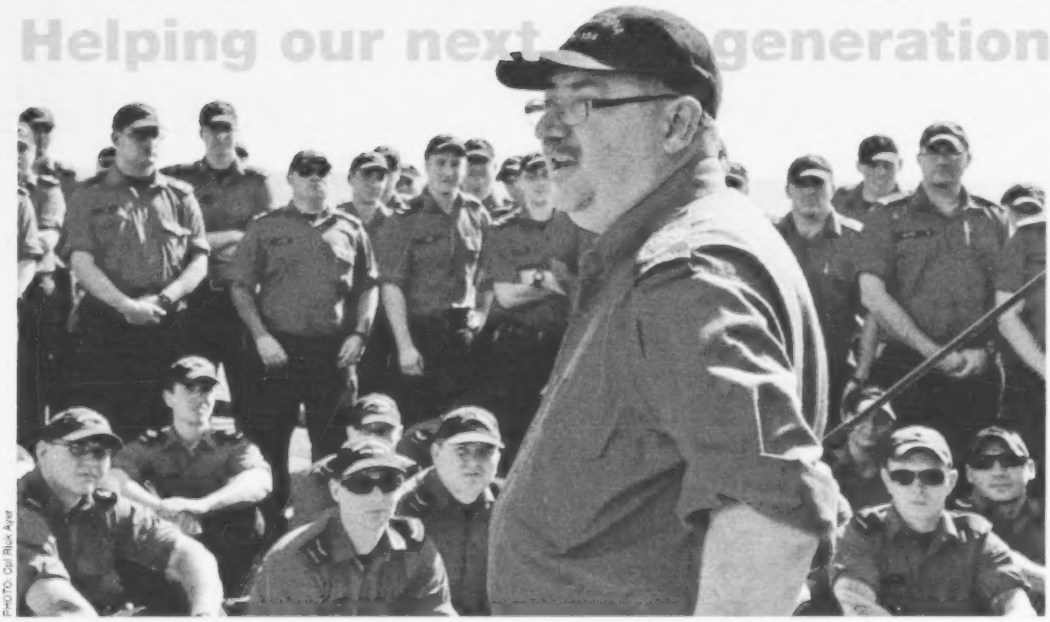

PHOTO: Cpl Rick Ayer

CF Chief Warrant Officer, CPO 1 Robert Cléroux addresses the crew of HMCS *Regina* during a recent visit in the Arabian Sea.

Even though he would rather be aboard ship than in a boardroom, Chief Petty Officer, 1st Class Robert Cléroux concedes that "the boardroom is probably the place where I can exercise the most influence." It's there where he has the ear of the CDS and other generals and the opportunity to bring his ideas and opinions forward.

What CPO 1 Cléroux enjoys most about his job is communicating with the young men and women of the CF, whether on a leadership course, a ship, or in the field.

"This means talking to and meeting people across the country, checking on morale, dress, discipline and development of the NCMs, so I bring this information back not only to the CDS, but also to the Armed Forces Council, to help make improvements where needed," explains CPO 1 Cléroux. "When I come back from those visits, I'm pumped."

As the Canadian Forces Chief Warrant Officer (CFCWO), CPO 1 Cléroux is the senior non-commissioned advisor to the Chief of the Defence Staff on all issues relating to non-commissioned members (NCMs). He is also involved in succession planning and development for the NCM Corps.

CPO 1 Cléroux's proudest moment is "the great young men and women who have been decorated by the Governor General for the amazing deeds they did, not only in Afghanistan, but across Canada. They are heroes and they need to be celebrated."

CHALLENGES FOR THE CAF

CPO 1 Cléroux acknowledged the challenges facing the CAF and its members. Changes resulting from government-wide spending reviews, CAF organizational restructuring and a change in operational tempo has had a direct impact on its members and as a result, senior leaders are plotting a new course for the future.

"Until the government balances the budget and, as Canadians, we [CAF] have a role to play in helping the government achieve those goals," says CPO 1 Cléroux. "My role is to ensure that whatever the future may hold, NCMs and all CAF members remain top of mind."

CPO 1 Cléroux's cross-country visits have given NCMs a chance to raise concerns about the CF and their future to CPO 1 Cléroux. According to the CFCWO, several themes keep recurring, and the first question asked is: where are we going next?

"They [NCMs] don't only mean overseas, they mean in the North, or what other roles will we have within Canada? I believe that many of our men and women have joined to make a difference, so that question is understandable."

The second theme is health care, not only for CAF members, but for their families.

"We have a great health care system," says CPO 1 Cléroux. "But it can be difficult to find doctors for your family due to our frequent moves. Also, mental health gets raised often, from both CAF members and their families."

Benefits such as post living differential, imposed restriction, severance pay, pension contributions, relocation, and housing are also of concern to CAF members.

"Ultimately, we have the greatest jobs," CPO 1 Cléroux says. "We have a very fair pay package, no one is being laid off and jobs are pretty much guaranteed. There aren't many jobs in Canada where you are required to work fitness activities into your work day, as in the CAF. There may be some challenges right now due to government-wide spending reviews, but we still have a great profession."

FUTURE DIRECTION OF THE CAF

After more than 12 years of counter-insurgent operations and nation building in Afghanistan, there is now a group of professionals who are not sure about what the future holds, about what these changes in the CAF have done to morale among NCMs.

"We've just come through a lot," says CPO 1 Cléroux. "There's some uncertainly about where are we going next."

"But I do think morale is good," he adds with a smile. "As far as I'm concerned, our men and women are second to none. Our allies are happy to have Canadians by their side."

The CDS and the CFCWO recently launched the "Ask the Command Team" feature. CPO 1 Cléroux encourages Defence Team members to send in their questions and comments.

"Not everyone gets the chance to see the CDS and myself during our visits," says CPO 1 Cléroux. "This question and answer forum allows us to hear from more Defence Team members. We can't answer every question, but the CDS and I are looking forward to responding to as many as we can."

CPO 1 Cléroux's proudest moment is not something he has achieved or accomplished, or even boasting about something he did in the Forces. Without hesitation, he says it is "the great young men and women who have been decorated by the Governor General for the amazing deeds they did, not only in Afghanistan, but across Canada. They are heroes and they need to be celebrated." ♣

THE CDS AND CFCWO want to hear from you.

If you have a question or comment about what is happening in the Canadian Armed Forces, please send your e-mail to +AskTheCommandTeam-Equipedecommandement@vous repond@ADM(PA)@Ottawa-Hull. Your message will be reviewed and the Chief of the Defence Staff or CF Chief Warrant Officer will respond to a selection of questions in upcoming editions of *The Maple Leaf* and on the Defence Team intranet site.

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COVER:

Capt André Poirier (right) from 34 Combat Engineer Regiment in Westmount, Quebec, verifies the radio communications with an Afghan National Army soldier during a training scenario at the Consolidated Fielding Centre training area in Pol-e Charkhi, Afghanistan.

PHOTO: MCpl Marc-André Gaudreault

ASK THE COMMAND TEAM

Q **My question concerns the Canadian Forces Personnel Appraisal System (CFPAS). I have heard that changes to CFPAS were planned and would possibly take effect soon. Can you let us know what the status of the CFPAS update is, Sir? Many thanks.**

Master Corporal, CFB Borden

A We are looking at how CFPAS tools can be refined to develop the best reporting and feedback system available. That said, there are no changes planned for the near future. Should changes to the current system be necessary, CAF members and supervisors will be informed well before implementation. In addition, a well-publicized trial period would precede any official roll-out of a new or radically revised system. Meanwhile, the current version of CFPAS will continue to be our personnel performance evaluation tool.

Gen Tom Lawson, CDS

Q **I joined the Canadian Armed Forces when I was 47. I just turned 56 and my compulsory retirement age (CRA) is coming up in 2016. I am not looking forward to retiring from the CF because I feel I am just getting warmed up. My question is, would you consider extending the retirement age to 65?**

Captain, 22 Wing North Bay

A Your question points out the trend in our society for individuals to live healthier and longer lives than their predecessors. In fact, I have no doubt that some currently-serving members of the Canadian Armed Forces would be very able and willing to serve well beyond the CRA if a need existed, and if we were to call upon them to do so.

Another interesting fact we noted in the Fall of 2012 is that we actually had around 3,500 fewer people leave the Canadian Armed Forces than anticipated, and we had a relatively large number of people competing for the 1,000-plus remaining positions we opened for recruiting.

From an institutional perspective, we therefore find ourselves in an excellent position since we are generally holding onto expertise longer, while also drawing upon the very "best of the best" from those who apply to join us. I think this speaks to the pride our folks have in this institution and to the reputation we have amongst Canadians. At the same time, I firmly believe that we must continually renew the life-blood of the Canadian Armed Forces by achieving a healthy balance between attrition and recruiting.

Given this context, I do not foresee near-term changes to how we apply our current rules regarding the CRA. With this in mind, however, as many folks know, it is true that the Minister and I have the authority to grant, under exceptional circumstances and/or because of very specific operational requirements, service extensions to CRA 60. What I offer is that if any member would like to continue serving beyond CRA, then I would encourage them to submit a request for extension through their Chain of Command to their Career Manager. From that point, the merits of their case and any exceptional needs of the organization will be weighed, and a decision made.

Gen Tom Lawson, CDS

For more Ask the Command Team dialogue, visit: **dt-ed.mil.ca**.

Consultation Key to ABORIGINAL RELATIONSHIPS

The size of DND's infrastructure holdings is four times larger than the size of Prince Edward Island, but is spread out from coast-to-coast-to-coast. The footprint of our activities, such as training exercises, also reaches far and wide across the country.

It can be easy to forget the impact that our projects and activities can have on local communities; as well as the obligations we have to consult with Aboriginal communities.

"Building relationships with Aboriginal communities is important," says LGen Devlin, Commander Canadian Army and DND/CAF's Champion for Aboriginal People. "when I travel across the country, I see firsthand where we're doing a good job of being a part of Canadian society and representing the Canadian Armed Forces' and the Government's interest – in some of the remote areas I visit, the military is the only visible face of the government and that is a responsibility we all take seriously."

The legal duty to consult is triggered when the Crown contemplates conduct that might adversely impact potential or established Aboriginal or treaty rights. There are reasons for consultation other than the legal obligations, such as good governance or contractual reasons. Consultations can range from formal meetings to informal conversations over coffee to letters of notification.

"Consultations can sometimes be seen as taking time," says Scott Stevenson, ADM (Infrastructure and Environment), "but in my experience, it almost always saves time and money in the end."

The Government of Canada is committed to building positive and renewed relationships with Aboriginal peoples and consultation plays a key role in the fulfillment of this goal.

Guidance on consultations can be found through the Aboriginal Issues group in ADM (IE). E-mail can be sent to +Aboriginal-Autochtones@ADM(IE) DIEIM@Ottawa-Hull. ◆

January ANNOUNCEMENTS at Defence

A few important announcements helped kick-off the New Year for the Defence Team.

January 8:

Canada extends its presence in the Arabian Sea Region

HMCS *Toronto* will deploy early this year until the fall of 2013 with a crew rotation during the deployment contributing to the multinational coalition fleet conducting maritime security operations in the Arabian Sea region. HMCS *Toronto* has been undergoing extensive training in preparation for this deployment as part of Combined Task Force 150 (CTF-150) and will replace HMCS *Regina* which has been in the region since August. Canada's contribution to CTF-150 is known as Operation ARTEMIS.

January 11:

Aboriginal Leadership Opportunity Year Program marks milestone

In May, ASLt Shingoose will be the first graduate of the Royal Military College of Canada to have begun her studies via the Aboriginal Leadership Opportunity Year program.

Created in 2008, the Aboriginal Leadership Opportunity Year is a one-year program conducted at the Royal Military College of Canada that focuses on academics, military skills, leadership, athletics, and cultural awareness. The aim of the program is to help Aboriginal youth develop their leadership potential to better serve their communities and their country.

January 14:

Canada commits to transport equipment to Mali

Following a request from the French Government, the Canadian Government committed one RCAF CC-177 transport aircraft, in a non-combat role, to transport equipment into the Malian capital of Bamako. The French forces have begun a mission to stabilize the security situation in Mali in response to UNSC Resolution 2085.

On January 24, Canada extended assistance to France until February 15.

January 15-25:

Subcontracts announced to support a new and improved fleet of Light Armoured Vehicles

Defence recently announced numerous contracts across the country by General Dynamics Land Systems – Canada in support of the Light Armoured Vehicle III Upgrade Project.

The Light Armoured Vehicle III (LAV III) Upgrade Project will capitalize on existing and evolving technology to improve the protection, mobility and lethality of the LAV III fleet. The project will modernize a portion of the existing fleet to ensure it remains a highly protected, operationally mobile and tactically agile combat vehicle that will remain the backbone of domestic and expeditionary task forces, extending the life span of the LAV III to 2035.

These subcontracts are a result of the Government of Canada's $1.064 billion contract awarded to General Dynamics Land Systems – Canada in October 2011 for the delivery of 550 upgraded LAVs. The Government of Canada's agreement with General Dynamics Land Systems – Canada commits the company to re-invest 100 percent of the contract value in business activities in the Canadian economy, further expanding the economic benefits of this procurement in regions across the country.

For a full listing of January announcements, visit: **www.forces.gc.ca**.

PHOTO: Sgt Matthew McGregor

Following a request from the French Government, the Canadian Government committed one RCAF CC-177 transport aircraft, in a non-combat role, to transport equipment into the Malian capital of Bamako.

CORRECTION:

Incorrect information appeared on page 3 of Vol. 16, No. 01 of *The Maple Leaf*.

January 2013 is the 22nd anniversary of the beginning of the air allied air campaign during the Persian Gulf War. HMCS *Athabaskan* was one of the CF ships deployed as part of Operation FRICTION.

FACE OF OPERATIONS

OP ATTENTION:

CAF partnership achieving results

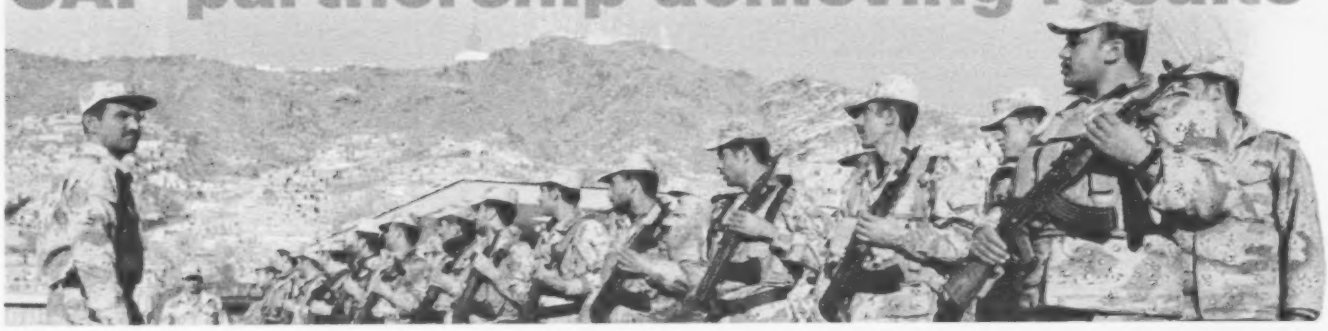


PHOTO: MCpl Marc Andre Gaudreault

Afghan Border Police (ABP) Quick Response Force practice emergency drills at the ABP Headquarters in Kabul, Afghanistan.

PHOTO: Sgt Douglas Deanchers

"Over the years of operations in Afghanistan, Canadians have built a great reputation here, and we [Roto 2] have a very good start and it is very important for us to maintain that reputation."

— Col Roch Pelletier

As CAF members on Operation ATTENTION Roto 2 settle into life in Kabul, thousands of kilometres away on the other side of the world, the weather isn't much different than in parts of Canada. But with light snow and -10°C temperatures, Colonel Roch Pelletier, Deputy Commander of the Canadian Contribution to the Training Mission in Afghanistan (CCTM-A), says with a chuckle, "it doesn't compare to a Canadian winter."

Op ATTENTION, Canada's participation in the NATO Training Mission-Afghanistan (NTM-A), provides training and professional development support to the Afghan National Army (ANA), the Afghan Air Force (AAF), and the Afghan National Police (ANP).

A TYPICAL DAY

More than 900 CAF members currently serve on Op ATTENTION. Most work as training advisors assigned to the ANA, AAF and ANP. Some Canadians are integrated in the NTM-A headquarters, and others provide logistical and miscellaneous support to the mission. Col Pelletier says the training advisors start their days very early in the morning, usually after Afghan morning prayers, and end them at noon, respecting Afghan culture. "It's very important that we respect their culture and work at their pace," he says.

The shorter mentoring workday allows Canadians to do their own administration and fitness training. As well, Canadians do not work with their Afghan counterparts on Fridays, a normal Afghan weekend. CAF members receive cultural training on how Afghans live, think and behave, as part of their deployment training.

"We also learn a bit of Dari," says Col Pelletier, "which shows them we are making an effort to communicate with them in their own language."

This is important because CAF advisors have very close contact with the Afghan soldiers and instructors every day.

"We treat our Afghan counterparts as equals, and support them when they have questions and need our help," he says. "It's very impressive to see how the Canadians have built such a great relationship with Afghans. You see them joking and having discussions together. They [Afghans] have a lot of respect for Canadians; they really appreciate our approach and are always happy to see us and shake our hands, which helps create a very good learning environment."

CAF ROTATIONS

ANA instructors do rotate out of Kabul, though not at the normal rate of CAF members, but this transition is worked into the Canadian training program.

"The way we put our relief in place is very deliberate, and we really take into consideration the requirement for building relationships," Col Pelletier says. "We pay very close attention to this, so before the outgoing mentors leave, they make sure a good relationship and understanding has been built with the incoming mentors. We managed to put relief in place and keep the same momentum, with the mentoring of the Afghans as our Roto 1 team and, after a couple of weeks, I saw my troops talking and joking with the Afghans, so everyone adapted very well to their new mission."

CHALLENGES

One of the biggest challenges for CCTM-A is the complex environment of Kabul. It takes time to figure out not only the surrounding areas, but also the complex security and political issues, all of which makes force protection very important.

"We take any kind of threat very seriously," Col Pelletier says, "and make sure that all our troops are prepared at all times."

Sustaining the good reputation of the well-respected CAF in Afghanistan is another priority.

"Over the years of operations in Afghanistan, Canadians have built a great reputation here, and we [Roto 2] have a very good start and it is very important for us to maintain that reputation," he says. "We, like the other Rotos, will be able to push the Canadian flag even farther."

WORK AT TRAINING INSTITUTIONS

CAF personnel are advising Afghan National Security Force leaders and trainers at more than a dozen training institutions in Kabul, and in Mazar-e-Sharif, in northern Afghanistan. Assistance from Canada and coalition partners has resulted in some development and movement closer to Afghans being on their own.

On the other hand, the AAF started to rebuild three or four years later than the ANA, so it is not as advanced.

"CF members are located in the Air Force University," says Col Pelletier, "helping to advise the staff and instructors on their curriculum and build programs to be adapted for the Afghans to produce airmen and airwomen with both flying and ground-support capabilities."

Canadians are also positioned at AAF Headquarters to help develop personnel management tools for their career plans to help build the Afghan Air Force.

"The Air Force requires more technical skills," Col Pelletier says, "so the mentors have more work cut out for them than [with] the Army ... we are more involved with the Air Force because they started a bit later to develop their capacity."

The ANA Signals School, also located in Kabul, is almost ready to move forward on its own.

"We're mentoring the instructors on the training courses for higher levels now, so it's going well, and this school will pretty much be on its own starting next summer."

COALITION PARTNERS

RCMP and police force personnel from most major cities in Canada, along with CAF members, are mentoring the ANP, providing CAF members with the opportunity to work with other Canadian protection agencies.

"We work with them helping the ANP, and we also provide some support for their special equipment that they cannot get by their own means," says Col Pelletier. "So, we work with the Canadian police hand-in-hand as much as possible."

"The Americans give us great support," Col Pelletier says. "We also work with British and Australian personnel. And because this Roto is 70 percent French-speaking, we work very well with the contingent from France ... this is a great team effort by all of our coalition partners to help Afghans build their own security capacity."

Col Pelletier believes Canadians should be very proud of what CAF members are accomplishing in Afghanistan. "What we are doing right now is helping Afghans build their future. This is what will allow them to maintain their own security when we pull out in 2014." ◆

PHOTO: MCpl Marc André Gaudreault

WO Mario Benard, an advisor on Op Attention, observes Afghan National Army soldiers during training scenarios with improvised explosive devices at the Consolidated Fielding Centre in December 2012.

CANADA EXTENDS COMMITMENT TO NATO MISSION IN KOSOVO

Canada recently extended its commitment to provide members of the Canadian Armed Forces (CAF) to support the NATO-led Kosovo Force based in Pristina until December 2014.

"I am very proud to announce that Canada will continue to make valuable contributions to the mission in Kosovo," said Defence Minister Peter MacKay on December 20.

"Canada has a proud history of engagement in the Balkans. This Government remains committed to working with our Allies and international partners to promote lasting security and stability in the region."

Kosovo Force has been contributing to the maintenance of freedom of movement and ensuring a safe and secure environment for all people in Kosovo since 1999. Established under United Nations Security Council Resolution 1244, Kosovo Force supports the development of a peaceful, stable and multi-ethnic Kosovo. In doing so, Kosovo Force is also responsible for the development of the Kosovo Security Force.

The Kosovo Security Force conducts crisis response operations in Kosovo and abroad, civil protection operations within Kosovo, and assists Kosovo civil authorities during natural disasters and other emergencies.

"I am pleased we will continue contributing Canadian Armed Forces personnel to support NATO's mission in Kosovo. It is very heartening to see how much peaceful progress has been made in that region over the last decade, but it is also important that we continue our collective efforts," said General Tom Lawson, Chief of the Defence Staff. "I am very proud of the men and women who have served as part of Task Force Pristina. They have represented Canada very well since the current mission began in 2008."

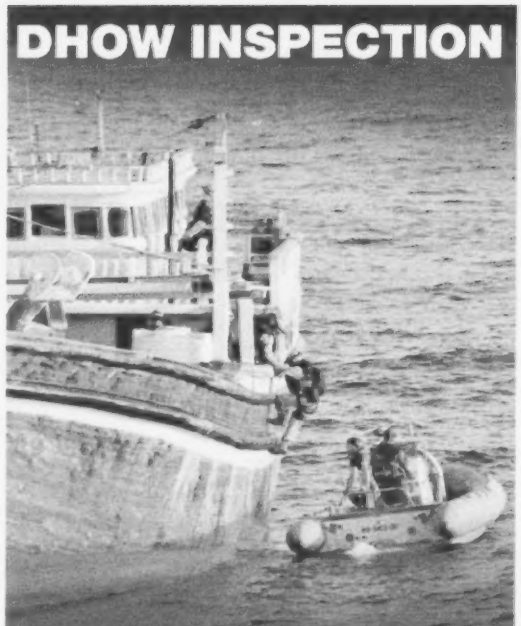
NATO-led Kosovo Force has been contributing to the maintenance of freedom of movement and ensuring a safe and secure environment for all people in Kosovo since 1999.

Eight CAF personnel currently support Kosovo Force as part of Canada's Operation KOBOLD. They serve in a variety of staff roles, from assisting in the development of the Kosovo Security Force and its civilian Ministry, to the coordination of logistical support for the NATO force. Earlier this fall, the CAF increased its commitment to Kosovo Force from five to a maximum of ten personnel.

Canada has supported Kosovo Force periodically since its establishment in June of 1999. The CAF originally deployed a task force composed of infantry, armoured reconnaissance and tactical helicopters until June of 2000 under the name Op KINETIC. The CAF commitment to Kosovo Force continued in August of 2008 with the deployment of staff officers to Kosovo Force headquarters which continues to this day.

More information on Op KOBOLD is available at: **dt-ed.mil.ge.ca.** ♣

DHOW INSPECTION



Members of HMCS *Regina*'s naval boarding party board a dhow for inspection in the Arabian Sea during Operation ARTEMIS.

Op ARTEMIS is the Canadian Armed Forces participation in maritime security and counter-terrorism operations in the Arabian Sea region as part of Combined Task Force (CTF) 150, one of the three task forces operated by Combined Maritime Forces (CMF). CMF is a 26 nation naval partnership, which exists to promote security, stability and prosperity across approximately 2.5 million square miles of international waters in the Middle East, which encompass some of the world's most important shipping lanes.

PHOTO: Cpl Rick Ayer

HMCS *TORONTO* DEPLOYS ON OPERATION ARTEMIS

FILE PHOTO

HMCS *Toronto*

"HMCS Toronto will carry on the excellent work that has already been done by the Canadian Armed Forces during earlier contributions to CTF-150's maritime securitymission in Southwest Asia."

– Gen Tom Lawson, CDS

HMCS *Toronto* departed Canada in January for the Arabian Sea region, where she will serve until the fall of 2013 on Operation ARTEMIS.

HMCS *Toronto* underwent extensive training in preparation for this deployment as part of the multinational Combined Task Force 150 (CTF-150) and will replace HMCS *Regina* which has been in the region since August. HMCS *Regina* deployed to the Arabian Sea region with CTF-150 in order to conduct maritime security operations in the Gulf of Aden, the Gulf of Oman, the Arabian Sea and the Indian Ocean.

"These deployments continue our strong tradition of making meaningful contributions to international security, and maintain our long-standing relationship of co-operation and interoperability with our allies," said Defence Minister Peter MacKay. "I thank the captain and the crew of HMCS *Regina* for their service, as well as their families, who endured their absence over the holidays."

Canada's contribution to CTF-150 is known as Op ARTEMIS. During this deployment, HMCS *Toronto*'s task will be to detect, deter and protect against terrorist activity by patrolling and conducting maritime security operations in her area of responsibility. Her presence in the Arabian Sea also gives Canada the flexibility and capability to respond quickly to emerging crises in the region.

"HMCS *Toronto* will carry on the excellent work that has already been done by the Canadian Armed Forces during earlier contributions to CTF-150's maritime security mission in Southwest Asia. The deployment of HMCS *Toronto* will allow us to continue working alongside our allies and partners to help contribute to international security in the region," said General Tom Lawson, Chief of the Defence Staff.

"I am extremely proud of the professionalism and dedication shown by all of our soldiers, sailors, airmen and airwomen who have served on our various missions in the region over the last decade."

Canada is one of 26 nations that contribute naval assets to CTF-150 as part of international efforts to ensure security in the maritime environment of the Middle East.

"The deployment of HMCS *Toronto* demonstrates the Canadian Armed Forces' capability to support our allies and gives Canada an opportunity to operate within a responsive international force," said Lieutenant-General Stuart Beare, Commander of Canadian Joint Operations Command. "This deployment also allows us to execute any number of missions across a broad spectrum of operations, including humanitarian assistance, counter-terrorism, regional military engagement, regional capacity building and international diplomacy."

HMCS *Toronto* is a Halifax-based Canadian patrol frigate with a crew of approximately 225 personnel, and includes a CH-124 Sea King helicopter air detachment, as well as a shipboard unmanned aerial vehicle detachment. The frigate is commanded by Commander David Patchell. A crew rotation will take place during the deployment ♣

Training to Defend

CAF MEMBERS COMPETE
in world parachuting championships

Seven Canadian Armed Forces members represented Canada as over 1,500 competitors from 57 different countries participated in one of the largest andbest facilitated skydiving competitions at the World Parachuting Championships Mondail 2012, in Dubai, United Arab Emirates from November 28 to December 9.

Coached by Major Eileen Vaughan, from 1 Area Support Group Headquarters Edmonton, Canada fielded a contingent of 47 participants competing in 15 of the 21 events. The military jumpers competed in six different events, including Formation Skydiving 8-way and Women's 4-way, Canopy Piloting Accuracy, Speed and Distance, and Canopy Formation 2-way Sequential.

PHOTO: David Hartley

Eight members of the Canadian parachute team perform an open diamond formation, also called "maximum ride" as they fly almost 2,438 metres over Dubai, United Arab Emerites.

FORMATION SKYDIVING EVENTS

Maj Andrea Greening of 16 Wing Borden competed in the Formation Skydiving 8-way event on Canada's Maximum team with Maj Renee Point of the CF Military Police Group in Ottawa. Formation Skydiving involves a four- or eight-person team performing a pre-determined sequence of formations in freefall for 35 or 60 seconds respectively. Each formation achieved within that time constitutes a point. A freefall videographer follows the jumpers on camera, which allows later evaluation by a panel of judges.

Canada placed 15th in the 8-way event with a score of 60 points over eight jumps, an impressive average of 7.5 formation points per jump. The Canadian Women's 4-way Formation Skydiving placed 13th with an average of 11 points per jump over eight jumps.

CANOPY PILOTING EVENTS

Warrant Officer Patrick Coupal from 5 CER, Valcartier was the Canopy Piloting event competitor in speed, distance and accuracy events. WO Coupal finished 84th overall of 123 competitors with his best placing at 33rd in Accuracy. Finishing in the top third in a world event is an impressive achievement. The top Canadian competitor in Canopy Piloting was civilian Jay Moledzki, a former World Champion who this year took home both a silver and bronze medal.

The Canopy Formation 2-way Sequential team, consisted of Search and Rescue Technician Sergeant Lee Bibby from Trenton, Sgt Eric Dinn from Comox and cameraman Sgt Kevin O'Donnell from Trenton. This team finished 10th out of 23 teams in their event, setting a personal best and narrowly missing setting a new Canadian record. Major (Ret) John Scott, a former member of the SkyHawks, was the team alternate all Canopy Formation team members have served with the SkyHawks, the Canadian Forces Parachute Team.

CIVILIAN COMPETITORS IMPRESSIVE FOURTH PLACE FINISHES

The civilian competitors brought home impressive fourth place finishes in both 4-way Formation Skydiving and 4-way Vertical Formation Skydiving and in the Masters category in the ParaSki demonstration event. ♣

EXERCISE PALADIN RESPONSE

PHOTO: Sgt Doug Getter

Engineers push a section of a medium raft into the water during Exercise PALADIN RESPONSE. Approximately 200 Army Reserve Combat Engineers and supporting arms from Land Force Western Area (LFWA) and Land Force Central Area (LFCA) participated in Ex PALADIN RESPONSE 2012 around Chilliwack, B.C., over theholiday season.

This training enabled sappers to develop their technical and leadership skills in crossing water and other obstacles. A domestic operations scenario emphasized co-operation with other arms and services within the Army's Territorial Battalion Group model.

ARMY RESERVISTS TEST SKILLS
IN REALISTIC TRAINING ENVIRONMENT

More than 1,500 Reservists from the Quebec-based 34 and 35 Canadian Brigade Groups participated in Exercise NOBLE GUERRIER, an intensive training exercise that took place in Fort Pickett, Virginia from January 2 to 9.

During this challenging, eight-day exercise, soldiers participated in various scenarios and intense combat simulations.

Scenarios involved both brigades practicing advance-to-contact and company attacks, fighting in built-up areas and house-clearing. Field engineers also contributed by setting up obstacles to counter enemy movements and blowing up strategic points.

Assisting the combat arms, military police were fully integrated in the exercise. They patrolled with the infantry, provided mentoring on handling prisoners and performed security tasks. Medical personnel were there to provide support while their colleagues staffed a full medical clinic at the base.

Exercises like NOBLE GUERRIER allow Reservists to maintain a high level of preparation, ensuring the Canadian Army is always ready for operations.

PHOTO: Cpl Marie-Lyesse

Soldiers from 34 Canadian Brigade Group enter a house in an urban training area during Ex NOBLE GUERRIER, which took place in Fort Pickett, Virginia in January.

CANADIAN RANGERS
Make Big Impression on Army Colonel

PHOTO: Sgt Peter Moon

Col Jennie Carignan visited Canadian Rangers and got a better situational awareness of the North and what it means to live in the North and to meet its challenges.

Canadian Rangers from seven First Nations communities made a big impression on an army colonel during a four-day visit to Northern Ontario.

"It has been a wonderful and very useful experience," said Colonel Jennie Carignan, chief of staff for Land Force Central Area. "I was absolutely astonished at the way the Rangers have adapted to living extremely well in their environment. They are very knowledgeable about their own areas and their role is absolutely critical to the safety of their communities."

Col Carignan encountered severe weather conditions during her visit, with temperatures dropping to -40°C and windchills reaching as low as -58°C. Despite that, she had outdoor weapon training with the Rangers at Lac Seul, and went snowmobiling with Rangers on the shore of Hudson Bay at both Fort Severn and Peawanuck. She also observed Rangers from Attawapiskat, Kashechewan, Fort Albany and Moose Factory teaching winter survival techniques to soldiers from Toronto at a temporary training site near Moosonee.

It was the first time during her 27 years in the Army that she had travelled that far north. She said the visit gave her a better appreciation of the unique challenges faced by Northerners and the difficulties with travelling and maintaining communications in severe weather conditions.

Part of her duties at Army headquarters in Toronto are planning and directing the military response to emergencies in Ontario's Far North, where Rangers often play an essential role.

In 2008, Col Carignan, a combat engineer, was appointed Canada's first female commanding officer of a combat unit and served in Afghanistan for 10 months.

About 40 percent of the 560 Rangers in 23 First Nations communities across Northern Ontario are women. Col Carignan was impressed by their role in the Rangers and their abilities on the land.

"They seem to be very happy and proud of their role as Rangers, and as leaders in their communities as well," she said. "The visit gave me a better situational awareness of the North and what it means to live in the North and to meet its challenges." ◆

2013 IS YEAR OF THE KOREAN WAR VETERAN

More than 26,000 Canadian men and women in uniform came to the aid of South Koreans during the Korean War, and 516 Canadians gave their lives in service to defend the values of peace and freedom on the Korean Peninsula.

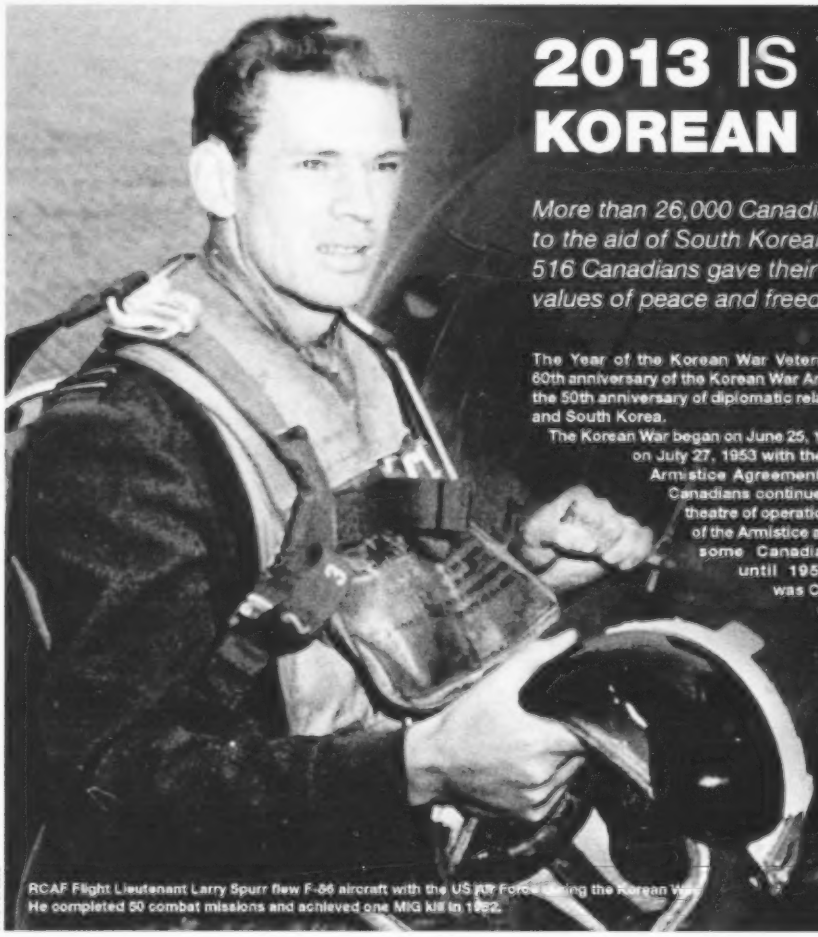


PHOTO: DND

RCAF Flight Lieutenant Larry Spurr flew F-86 aircraft with the US Air Force during the Korean War. He completed 50 combat missions and achieved one MiG kill in 1952.

The Year of the Korean War Veteran coincides with the 60th anniversary of the Korean War Armistice and also marks the 50th anniversary of diplomatic relations between Canada and South Korea.

The Korean War began on June 25, 1950, and fighting ended on July 27, 1953 with the signing of the Korean Armistice Agreement. Approximately 7,000 Canadians continued to serve in the tense theatre of operations between the signing of the Armistice and the end of 1955, with some Canadian troops remaining until 1957. The Korean War was Canada's third bloodiest conflict.

PHOTO: DND

Flying Officer Joan Drummond (left), an RCAF nurse, supervises as medical staff care for a wounded soldier during the Korean War.

More than 26,000 Canadian men and women in uniform came to the aid of South Koreans during the Korean War, and 516 Canadians gave their lives in service to defend the values of peace and freedom on the Korean Peninsula.

The names of these Canadians who died in service during the war, including the nearly 400 Canadians who lie at rest in the Republic of Korea, are inscribed in the *Korean War Book of Remembrance*, which is on display in the Peace Tower in Ottawa.

For more information, including interviews with Korean War veterans and an interactive history calendar, visit **www.veterans.gc.ca**.

– Veterans Affairs Canada, with files from Carl Mills

PENSION PLAN
CONTRIBUTION RATES INCREASE FOR CAF REGULAR FORCE

Canadian Armed Forces (CAF) members contributing to the Regular Force (full-time) Pension Plan saw rate increases January 1.

In Budget 2012, the Government of Canada announced its intention to increase pension contribution rates towards a 50/50 cost sharing model for the Public Service Pension Plan, and for comparable rates changes for the CAF and Royal Canadian Mounted Police (RCMP) pension plans. In this case, a cost sharing model describes how employee and employer share the cost of a plan.

The *Jobs and Growth Act* (Bill C-45) received Royal Assent in December 2012. As per the Budget 2012 announcement, this Act made changes to the Public Service, RCMP, and CAF Superannuation Acts. The *Jobs and Growth Act* changed the *CF Superannuation Act* to eliminate the 0.4 per cent limit on annual increases to member contribution rates. The Act also ensured CAF members contributing to the full-time pension plan will not pay higher rates than public servants.

For 2013, earnings up to $51,100 will be covered by the Canada/Quebec Pension Plan (Year's Maximum Pensionable Earnings).

Contribution rates for 2016 and beyond will be set around the 2015 timeframe.

WHAT THIS MEANS TO YOU:

By way of illustration, a member earning $60,000 in 2013 will pay 6.85 per cent on earnings to a maximum of $51,100 and 9.2 per cent on the remaining $8,900 of earnings. This member would see a monthly increase of $30.31 in contributions from 2012.

Members of the Public Service plan, the CAF full-time plan, and the RCMP plan pay the same pension contribution rates; however, due to its unique provisions, like early retirement and military disability provisions, the CAF full-time plan is more expensive than that of the Public Service.

Pension contribution rates are expected to continue to increase over a five-year period until the government has achieved its objective of a more equitable cost sharing ratio for the plans. For more information, please refer to the Treasury Board of Canada Secretariat Web page: **www.tbs-sct.gc.ca/pensions/notices-avis/2012-12-14b-eng.asp**.

RESERVE FORCE SPECIFICS:

Reserve Force members who contribute to the Regular Force (full-time) pension plan will pay the new contribution rates. Reserve Force members contributing to the part-time plan will not and will continue to pay their current rates.

RETIREMENT AGE:

The *Jobs and Growth Act* also increased the retirement age to 65 for persons hired into the Public Service after January 1, 2013. There were no changes to CAF retirement policies.

CAF members who release or retire and then become employed in the public service after this date will be subject to the new Public Service retirement age rules. ◆

Treasury Board has set the CAF full-time pension plan contribution rates from 2013 to 2015 at:

CONTRIBUTION RATES

Earnings Levels	2013	2014	2015
On earnings up to the maximum covered by the Canada/Quebec Pension Plan	6.85%	7.50%	8.15%
On any earnings over the maximum covered by the Canada/Quebec Pension Plan	9.20%	9.80%	10.40%

Reminder:
CAF SEVERANCE PAY ELECTION TIME IS NOW!

A one-time opportunity is available to choose a Payment in Lieu (PiL) for all or part of your Canadian Armed Forces Severance Pay (CFSP) entitlement before you release or transfer from/to the Regular or Primary Reserve Force.

DEADLINE

If you are a CAF member – Regular or Reserve – you have until March 13 to submit your election form indicating whether or not you wish to receive a Payment in Lieu (PiL) of your CFSP entitlement.

Your PiL will be based on your years of eligible service. You should have already received an estimate of your years of eligible service. If you have not received your estimate, or believe your estimate to be in error, you must contact your Base/Unit Orderly Room.

Once you have decided to elect a PiL of CFSP and submitted your PiL election option form to your Base/Unit Orderly Room, you cannot withdraw your form. There will be no extension to the election period.

OPTIONS

Depending on your personal circumstances, you have the following three options:

1. Elect to receive a PiL of all your accumulated service benefits. Your PiL will be calculated based on your monthly rate of pay at your substantive rank, pay increment and occupation or trade group at the date you ceased accumulating service benefits.

2. Elect to receive a PiL of part of your accumulated service benefits and receiving the remaining amount as CFSP when you cease to serve in the Regular Force or Primary Reserve. Your PiL will be calculated based on your monthly rate of pay at your substantive rank, pay increment and occupation or trade group at the date you ceased accumulating service benefits. Your CFSP benefit will be calculated based on your monthly rate of pay at your substantive rank, pay increment and occupation or trade group at that time.

3. Choose to receive all of your accumulated service benefits as a CFSP benefit when you cease to serve in the Regular Force or Primary Reserve. Your CFSP benefit will be calculated based on your monthly rate of pay at your substantive rank, pay increment and occupation or trade group at that time.

PROCESSING

Starting on April 1, all PiL payments will be processed on an ongoing basis. If you have combined Regular and Reserve Force service, choose more than 50 per cent of your entitlement, or have Reserve Force service, your file will require verification.

TIMELINE

Given the substantial administrative effort necessary to successfully deliver on this initiative, it will be not be possible to provide you the status of your file or the date you will receive your payment.

ADDITIONAL INFORMATION

For many of you, whether to take the PiL payment will be an important decision for you and your family. You are encouraged to seek financial advice to assist with your election decision. The following information on severance and gratuities can be found at the links below:

Intranet
http://cmp-cpm.forces.mil.ca/dgcb/dpsp/engraph/pensionretirement_e.asp

Internet
http://www.cmp-cpm.forces.gc.ca/dgcb-dgras/wn-qn/index-eng.asp

MY ROLE IN THE CFDS

MY ROLE IN THE CFDS features military and civilian personnel and occupations throughout the Defence Team. Featured profiles use real-life stories to illustrate the dedication, excellence and professionalism of personnel and employees in their day-to-day jobs under the purview of the *Canada First* Defence Strategy.

PHOTOS: Cpl Sandra Bishop

MASTER CORPORAL STEVE BELLEY:

MAINTAINING EXCELLENCE IN CANADA'S NORTH

Repairing snowmobile engines on the glaciers of Gateshead Island was the last thing MCpl Steve Belley thought he would be doing when he joined the Army in April 1999.

"It was [felt like] -70°C during Exercise POLAR SOUND and I'd never experienced cold like that," said MCpl Belley.

That kind of numbing frost was a far cry from the searing heat of Kandahar City six years before in 2006, where MCpl Belley worked as a vehicle technician as part of the Maintenance and Recovery Section at the Kandahar Provincial Reconstruction Team.

"In Kandahar, like being out in the Arctic, you test yourself. I went overseas to test my mental and physical limits. I was glad I saw what the infantry went through, but nothing prepared me for the experiences working in the North."

SUPPORTING THE READINESS PILLAR

MCpl Belley fulfills a valued role in supporting the readiness pillar of the *Canada First* Defence Strategy. As I/C of the Maintenance Section at Joint Task Force North (JTF(N)) in Yellowknife, N.W.T. MCpl Belley leads and delivers innovative mechanical success supporting Canadian sovereignty. MCpl Belley's leadership and expertise in engine mechanics assist the Canadian Rangers' ability to project Canada's military presence across the vast unpopulated lands of the North.

GREW UP IN A GARAGE

Graduating from Saint-Therese High School just outside Montréal, MCpl Belley joined the Army shortly after his apprenticeship "learning the hard way in the school of life" as he says with circumspection. He chose vehicle maintenance in the Electrical Mechanical Engineering Branch because he "grew up in a garage."

"My Dad was a drag racer and my Mom used to say, 'You're just like your Dad.'" Yet MCpl Belley credits much of his mechanical acumen to his mother. "My Mom owned a garage and I used to assist the certified mechanics, helping out at the heavy equipment shop after school and on weekends. Mechanics are in my blood."

TRAINING AS A VEHICLE TECHNICIAN

Following basic training, MCpl Belley was posted to Regimental Company at CFB Borden where he spent the following year learning the ins-and-outs of auto mechanics for all CAF land-based vehicles. As a fully-qualified vehicle technician, MCpl Belley reported for duty with 2 Service Battalion at CFB Petawawa. His motivation to work in the central Canadian Army post wasn't mechanically driven – MCpl Belley wanted to learn English.

"I couldn't speak a word and I really wanted to learn. The Army posted me there and it was fantastic," he said.

A tour in Turkey followed in 2004, where he worked supporting Canada's mission in Afghanistan.

"We were doing pre-deployment staging work … forwarding all our equipment that was loaded in Montréal and arrived in Turkey. We loaded the equipment onto the Antonovs that flew into Kabul."

Following a seven-month tour with Task Force Afghanistan in 2006, he was assigned to 2 Combat Engineer Regiment as the "B" Vehicle I/C. His responsibilities included inspecting and repairing engineer vehicles for the Regiment's operational needs.

"The engineers were hard on the vehicles because they were in the field a lot. It was a good posting and I learned a lot about fixing vehicles that had been pushed to the max," said MCpl Belley.

By 2010, MCpl Belley had just completed a two-year stint as the Land Maintenance Management Programme Clerk with 2 Royal Canadian Horse Artillery, helping to manage the 40-person Maintenance Platoon which included Weapons, Supply and Vehicle Technicians.

It was time for a change.

JOINT TASK FORCE NORTH

"When my career manager told me that I was being posted to Yellowknife, I was a bit surprised. I never thought I'd be posted anywhere up North. Some people see this as a problem. I saw it as an opportunity."

MCpl Belley hasn't looked back.

Maintaining a fleet of 148 vehicles, MCpl Belley specializes in the snowmobile and laughs when he looks back on the variety of vehicles he has covered in his career.

"Going from LAV IIIs to snowmobiles wasn't exactly what I thought my career track would be, but the snowmobile is the operational vehicle of the North and if we can't maintain them, the Rangers can't do their jobs." MCpl Belley also looks after the dump trucks and ATVs the Rangers use during summertime patrols, maintaining his heavy equipment skills in the off-season.

But it's the personal growth MCpl Belley is most fond of as he contemplates his time with JTF(N).

"Working with the Canadian Rangers has been awesome. They are amazing and they taught me so much about how to survive in the North. I never thought I'd do the things I've done up here and I encourage everyone if you want to live a great experience, don't be afraid to come up. It's something you'll always treasure." ◆

DFIT.CA

Helping CAF Members keep New Year's Resolutions

'Tis the season for New Year's resolutions, and for many of us, a healthier diet and regular exercise are at the top of the list.

While major lifestyle changes can be daunting, this year, Canadian Armed Forces members have some extra support to kickoff their healthy-living plans, and keep motivated all year long. **DFit.ca**, the CAF's' new on-line fitness resource, provides effective workout plans at your fingertips, and now offers a growing suite of nutrition resources.

Launched in October 2012, DFit.ca is unique on-line tool that's designed to move with you, so that whether you have access to a gym full of equipment on a base or just a pair of sneakers and your own backyard, you can use DFit.ca to customize your workouts to meet your goals. The site also provides an interactive forum for you to post questions, comments, and receive feedback from PSP fitness professionals.

Since its launch, DFit.ca continues to evolve. The PSP Fitness team has received lots of positive feedback and helpful suggestions about the site, and are using that feedback to improve the site's communication tools and printable plans.

DFit.ca's new nutrition resources include a Meal Plan tool and Eating Out Smart, a guide to choosing healthier options at restaurants.

The Meal Plan is a great way to ensure balanced nutrition from the grocery store to the table. Healthy, well-balanced meal plans are generated for the week, with downloadable grocery lists you can take right to the store. The planner even lets you substitute ingredients to customize meals to accommodate preferences and food allergies.

The Eating Out Smart guide is designed to support you when life gets hectic, and fast food is on the menu. It provides meal suggestions from nine of Canada's most popular restaurants to help you stay on track, even when you're on the go.

All of the nutrition resources have been developed with the health promotion experts at Strengthening the Forces, and new resources will continue to be added in the coming months. Information about nutrition essentials, foods for training and recovery and sports supplements are all in development, and coming soon.

What CAF members are saying about DFit.ca:

"This is a great way to track my fitness."

"Nice that we now have something specific for military that is easily accessed from DND computers."

"I think this is an excellent program to assist and help members of the CAF to program and target their personal training."

"Excellent site. Now I guess there are no more excuses!"

Visit **www.DFit.ca** today, and start planning your fit and healthy 2013. ◆

QUEEN DIAMOND JUBILEE MEDAL CEREMONIES END ACROSS THE DEFENCE TEAM

PHOTO

Mary Kirby with Matthew King the former Associate Deputy Minister of Defence and the Champion for Awards and Recognition at her Queen Diamond Jubilee Medal ceremony.

Queen Diamond Jubilee Medal ceremonies throughout the Defence Team drew to a close on February 6. Many ceremonies have taken place across the country at bases and offices over the past year.

In celebration of the 60th anniversary of the Queen's accession to the throne, 11,383 members of the Defence Team were presented Queen Elizabeth II Diamond Jubilee Medals. These commemorative medals recognized the contributions of both military personnel and federal public servants to Canadian society.

This spirit of self-sacrifice and dedication to others that was acknowledged in Defence Team members, can also be found in a total of 60,000 Canadians who were awarded the Queen's Diamond Jubilee Medal as a token of thanks and a symbol of recognition of their significant contributions to their communities, the country or for an achievement outside of Canada which brings credit to the country.

One example of a significant contribution was celebrated at a ceremony on November 30, 2012, Mary Kirby, director of Investigations with the CF Ombudsman received her medal for her leadership of a complex investigation into CF Occupational Stress Injuries, as well as volunteering with Canadians who suffer from mental illness as the Past-President and Vice-Chair of the Canadian Mental Health Association Ottawa. Her Queen Diamond Jubilee Medal ceremony was a family affair, because attending with Ms. Kirby was her mother, June, who proudly wore the Golden Jubilee Medal she received in 2002. The commitment to volunteerism that her mother instilled in her inspired and led Ms. Kirby to receive her own Jubilee medal.

What these recipients have accomplished will motivate others to push themselves further and to continue to serve their communities, Canadians, and Canada with selflessness and distinction.

Congratulations to all recipients of the Queen Diamond Jubilee Medal. Individually, you have improved the well-being of your L1 or your command, and together, you have helped create a stronger Defence Team.

JUDGE ADVOCATE GENERAL RECEIVES QUEEN'S COUNSEL APPOINTMENT

Nova Scotia's Department of Justice recently announced Major-General Blaise Cathcart, Judge Advocate General (JAG) of the Canadian Armed Forces (CAF), as one of the Province's 2012 Queen's Counsel appointees.

"The Queen's Counsel designation is achieved through exceptional merit and contribution to the legal profession," said the Honourable Peter MacKay, Minister of National Defence. "This prestigious appointment is a testament to MGen Cathcart's professionalism, leadership, and devotion not only to the Canadian Armed Forces but to his home community."

The Queen's Counsel appointments are a way to recognize the contribution of outstanding lawyers who, in the province of Nova Scotia, must have a minimum of 15 years in good standing as a member of the Bar Society of Nova Scotia, have made strong personal contributions to their communities and to the legal professions, and who must have also received the respect of their peers.

"An appointment to the Queen's Counsel holds both modern and historical significance," said General Tom Lawson, Chief of the Defence Staff. "This designation recognizes MGen Cathcart's outstanding legal career, his dedication to the legal profession and his commitment to the Canadian Armed Forces."

Queen's Counsel applications are reviewed by an advisory committee, chaired by a judge and composed of other lawyers with the Queen's Counsel designation.

The *National Defence Act* creates the position of JAG. The *Act* also establishes that the JAG superintends the administration of military justice in the CAF and acts as legal advisor in matters relating to military law.

The Public Service of THE FUTURE:

Highlights from the Clerk's report

The nineteenth annual report on the Public Service by the Clerk of the Privy Council, Wayne G. Wouters, discusses the evolving Public Service and what it may look like in the future.

"Although the core work of the Public Service will not fundamentally change in the years ahead, how we work must," says the Clerk's report.

In order to do this, the Public Service of tomorrow must be collaborative, innovative, streamlined, high performing, adaptable and diverse. The following are examples of these characteristics as outlined by the report.

COLLABORATION

"By embracing more collaborative ways of working together, we will be able to tap the collective intelligence and energy inside our institution to deliver better results for Canadians."

The report states that we must deepen our engagement with a broad network of external partners: other nations, other levels of government, the private sector, civil society, and citizens themselves.

Collaboration is becoming increasingly essential in providing relevant services to Canadians.

INNOVATION

"We must couple creativity with courage and start to work in fundamentally different ways."

The report acknowledges that there has been a tendency in the past to create layer upon layer of rules and processes to shield ourselves from every possible error, however it says that this cannot be the approach in the future.

Across our vast enterprise, public servants are already devising creative ways to do a better job and get better results.

"We need to shine a light on these trailblazers so that we can all learn from their experiments and build on them."

Managers and senior leaders can foster innovation – large and small – by encouraging their teams to ask how their work can be done better, test out new approaches and learn from mistakes.

Web 2.0 and social media tools have such potential for helping us transform the way we work and serve Canadians. Public servants should enjoy consistent access to these new tools wherever possible.

STREAMLINED

"Citizens today expect services to be easily accessible, fast and flexible. Public servants need administrative processes and systems that enable rather than hinder their work, while still supporting accountability."

The report says that, unfortunately, neither our external nor internal services are hitting this mark. In both cases, we need more than process improvements to meet these expectations; we need to fundamentally transform the ways in which we deliver services and administrative support in our front and back offices.

By pooling efforts and resources across departments and deliberately standardizing many of our processes and systems, we will be able to drive innovation and get better value for money.

HIGH PERFORMANCE AND ADAPTABILITY

"In a world where social media can swiftly propel an issue into the spotlight, our lead-time for advice and decision making is shorter than ever."

The report says that moving forward, we need to experiment with more nimble workforce models that will allow our knowledge workers and specialists to contribute where and when they are needed, rather than only where they are located. We must also continue to identify the tasks and functions that others outside our organization are better placed to carry out.

The demanding period ahead will also be an important time to recognize employee excellence. Recognition can come in many forms, and should be exercised often through positive feedback, new challenges, learning opportunities, awards, or public recognition.

Wayne G. Wouters, Clerk of the Privy Council and Secretary to the Cabinet.

"Although the core work of the Public Service will not fundamentally change in the years ahead, how we work must."

DIVERSITY

"Different perspectives enrich our understanding of issues and inject new energy and creativity into our work."

The 2011 Public Service Employment Survey (PSES), show that the majority – 88 percent – of public servants believe that in their work unit, every individual, regardless of race, colour, gender or disability, is accepted as an equal member of the team. The survey also revealed that the vast majority of public servants feel comfortable using the official language of their choice as they carry out their work.

Moving forward, Public Service leaders need to continue to capitalize on the diversity of our organization – to draw out talents and ideas, and to recognize what and how diversity contributes to the workplace.

THE ROAD AHEAD

The report concludes with a look at the road ahead for public servants. We have a unique opportunity to be part of something important – the chance to shape our institution for a new age. Although the road ahead will not be easy, guided by our enduring values, we will join creativity with courage and continue to take the bold steps needed to transform Canada's Public Service. ♣

DND SELF-IDENTIFICATION STUDY

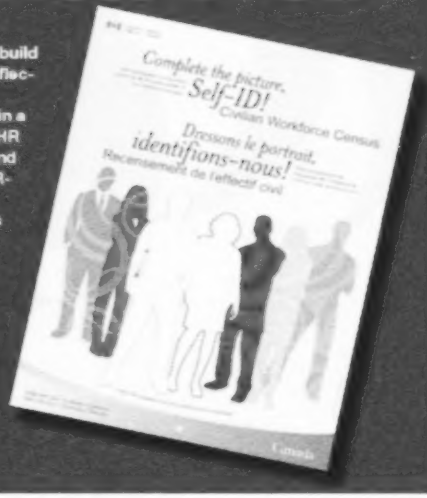
Are you an Employment Equity Group Member? This year, as part of DND's on-going commitment to Employment Equity, the Assistant Deputy Minister (Human Resources-Civilian) and the Director General Military Personnel Research and Analysis (DGMPRA) are conducting a study on voluntary self-identification. The purpose of the study is to gain a better understanding of the factors that have an impact on the decision of designated group members to self-identify. In an effort to obtain employees' views on the DND Self-Identification Program, focus groups will be conducted between January and April 2013 in the following locations: Ottawa/Gatineau, Esquimalt, Edmonton, Winnipeg, Toronto, Borden, Montréal, Valcartier and Halifax.

If you are a Defence Team member of an Employment Equity group (Aboriginal Peoples, visible minority, persons with a disability, and/or women), please join a focus group to share your thoughts and experiences on self-identification. Your opinion is essential and it will help ensure that the Department operates with policies and practices that build an inclusive workplace and a workforce reflective of the Canadian population.

For more information or to participate in a focus group, contact Sylvie Gaudreault, HR Functional Advisor, at 613-998-1671, or send an email to: +Diversity-diversité@ADM(HR-Civ) DDWB@Ottawa-Hull.

If you can not participate in a focus group but would like to offer your views, please send an email to the +Diversity mailbox. Let yourself be heard, join us in a focus group!

Please note that this study has been approved by the DGMPRA Social Science Research Review Board (SSRRB), in accordance with CANFORGEN 198/08.



GET OUT AND ENJOY WINTER

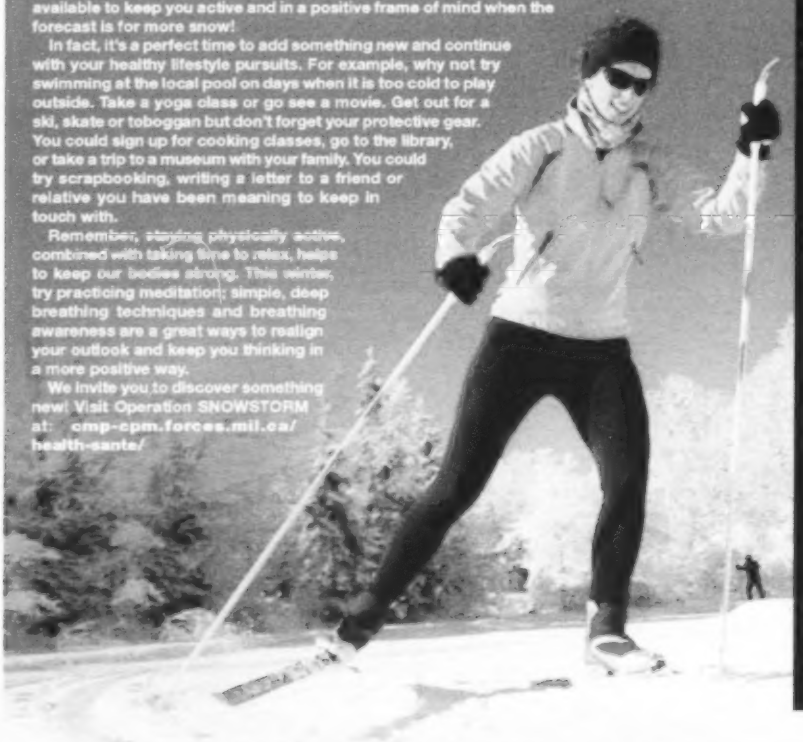
Operation SNOWSTORM is a new site that provides healthful tips and highlights the importance of health and wellness during the winter months.

Maintaining a healthy routine in the winter months can sometimes be a challenge. It's no surprise that we sometimes lose motivation with shorter days and freezing cold temperatures. However, Strengthening the Forces has some great news for you! There are many seasonal activities available to keep you active and in a positive frame of mind when the forecast is for more snow!

In fact, it's a perfect time to add something new and continue with your healthy lifestyle pursuits. For example, why not try swimming at the local pool on days when it is too cold to play outside. Take a yoga class or go see a movie. Get out for a ski, skate or toboggan but don't forget your protective gear. You could sign up for cooking classes, go to the library, or take a trip to a museum with your family. You could try scrapbooking, writing a letter to a friend or relative you have been meaning to keep in touch with.

Remember, staying physically active, combined with taking time to relax, helps to keep our bodies strong. This winter, try practicing meditation; simple, deep breathing techniques and breathing awareness are a great ways to realign your outlook and keep you thinking in a more positive way.

We invite you to discover something new! Visit Operation SNOWSTORM at: cmp-cpm.forces.mil.ca/health-sante/



ASK THE EXPERT:

Q: Jogging is my favourite pastime when the weather is appropriate, I run 5 times a week and have seen significant improvements. However, I don't know if it's realistic to continue at this current pace for the winter. Should I take up a new activity instead?

A: Once winter arrives, the nights are longer, the air is colder, and the snow is heavier but that's not a reason to hang up your running gear until the spring. You just need to follow a few safety tips that will take the pain out of winter running:

- **Schedule your runs when the sun is out – take advantage of the sun's rays and plan to run when the weather is warmer, as opposed to the early morning or evening when temperatures are low. If you plan to run in the dark, choose a common or well-known route and wear reflective clothing.**
- **Dress in layers of clothing – materials such as synthetic fibre and fleece will protect against the wind and trap heat, thus keeping you warmer in colder temperatures. Bulky clothes will have you sweating very early in the run.**
- **Warm up first – the cold weather can make muscles tighter and stiffer which can lead to injury. Warm the body by performing several whole body exercises and starting slowly.**
- **Be aware of the conditions outside – avoid icy patches when possible and jog around puddles to keep your feet dry.**
- **Cover your head and extremities – wearing a hat will prevent heat loss and distribute it to the rest of your system. Cover your ears, toes, hands, and nose to prevent frostbite.**
- **Stay hydrated – Cold air dries faster which can increase the risk of dehydration, especially when one is sweating. Make sure you drink plenty of water during and after your run.**

This health column gives you the opportunity to ask your health and well-being questions to a Strengthening the Force expert.

Send any related questions to: +Mapleleaf@ADM(PA)@Ottawa-Hull to be forwarded to the expert. Only selected questions will be answered in subsequent columns.

STAYING FIT DURING THE WINTER MONTHS

Health Promotion in the Canadian Forces
STRENGTHENING THE FORCES
ENERGISER LES FORCES
Promotion de la santé dans les Forces canadiennes

It's easy to hibernate during the winter months. We have a tendency to eat more and favourite outdoor activities like jogging, swimming, and walking become a chore, leading to a loss of motivation as people prefer to stay in and wait for warmer weather. The challenge of practicing a healthy and active lifestyle is to remain consistent throughout the year, no matter what the weather is like. Put on your parka and try some practical options:

- Partake in some outdoor winter activities – snowshoeing, downhill skiing, and snowboarding can be very enjoyable, challenging, and help pass the time.
- Exercise at home – Consider purchasing some inexpensive exercise equipment such as free weights, exercise balls, jump rope, resistance bands, or a yoga mat. By building a home gym, you can avoid the dread of going out into the cold.
- Take advantage of snow days – Shovelling snow from your driveway is a great way to get in additional cardio and burn an abundance of calories.
- Dress in layers – Dressing too warm can negatively impact exercise because your sweat dries faster, making you colder. By dressing in layers, you can remove one layer after another as soon as you start to sweat and then put them back on as needed.
- Protect your hands, feet, and extremities – When it's cold outside, your hands, feet, nose, and ears are vulnerable to frostbite seeing that your blood flow surrounds your core. A pair of mittens or gloves, head band to protect the ears, a face mask and an extra pair of socks is essential.
- Maintain a healthy and balanced diet – High quality, nutrient-dense foods boost energy levels and reduce stress. Foods high in calories and sugar will slow you down and make you want to stay in. ◆

KEEPING THE DEFENCE TEAM HEALTHY

Milestones Reached for ABORIGINAL PEOPLE at the Royal Military College

Acting Sub-Lieutenant Nicole Shingoose became the first cadet from the Aboriginal Leadership Opportunity Year (ALOY) program to receive a commission from the Royal Military College (RMCC) of Canada on January 10. This marked a significant Canadian Armed Forces (CAF) milestone and A/SLt Shingoose will set another precedent as she graduates in May.

PHOTO: MCpl Steven Bagnall

Commander Canadian Army, LGen Peter Devlin (right) and Army Sergeant Major, CWO Mike Hornbrook presented A/SLt Nicole Shingoose her Commissioning Scroll.

The ALOY program was created in August 2008 to provide a military education and learning experience for members of Aboriginal communities in Canada. ALOY is one of several programs created to demonstrate to Aboriginal communities in rural, urban and remote locations, that the CAF offers a fair and equitable environment in which to serve.

A/SLt Shingoose joined the ALOY program in what is affectionately known as the guinea pig year the very first year of the program.

"Right now the program is in its prime. I can just feel this energy. I can see the discovery and see the drive," she said, describing the current cadets in the ALOY program.

A/SLt Shingoose has lived in Saskatchewan on the Plains Cree Moosomin Reserve most of her life and heard about the ALOY program through the high school Raven program, a military summer camp program for high school students.

In 2008, her Raven group was given a presentation on the ALOY program, and for A/SLt Shingoose it seemed like a great opportunity, so she applied.

"At that time the program was new for everyone," A/SLt Shingoose explained. "I just wanted to see if I could do it. I was proving to myself that I could take pride in what I could accomplish and also in being a Cree."

Aboriginals and First Nations peoples have fought for Canada since the War of 1812, and went on to fight in the First and Second World Wars, building a long history of military service. That service will continue through RMCC with the signing of a memorandum between the ALOY Advisory Council and the Canadian Defence Academy (CDA), to continue to support the ALOY program. The agreement will help ensure ALOY remains responsive to Aboriginals and the needs of the CAF.

The ALOY program strives to provide Aboriginal cadets with the opportunity to excel in the four cornerstones that are at the core of life at RMCC - Leadership, Academics, Military Training, and Athletics.

Regardless of whether participants choose to continue studies at RMCC at the conclusion of their one-year program, the experience provides excellent leadership experience. Many participants go back to their communities as mentors to Aboriginal youths, and are in a better position to assume leadership roles in their communities.

For A/SLt Shingoose, the challenge to continue her studies at the RMCC was irresistible. She applied to RMCC for undergraduate studies and later this spring will be the first Aboriginal to graduate after beginning with the ALOY program.

According to A/SLt Shingoose, despite a familiar environment created by the ALOY program, there are still some challenges that must be faced in the program, including the great diversity in dialects between the First Nations people.

A/SLt Shingoose is not daunted by these differences though, and plans to encourage youth in her community to apply to the summer basic program and believes the experience would be positive for them.

"I hope that they can be mentored and I can explain that this is for us. I can do that, and take away the doubt," she said.

When asked if she had words of advice to young people from Aboriginal communities she said that young people must represent themselves well, because any other behaviour feeds the stereotypes and that's not part of the college mentality. ♣

Black History Month

Following a motion introduced in December 1995 by MP Jean Augustine, the first black Canadian woman elected to Parliament, Canada has been celebrating the legacy and contribution of its black citizens, past and present, as part of Black History Month.

The Canadian Armed Forces and DND and DND are no exception; every year across the country, we celebrate the legacy of the many black citizens who have served their country honourably in its armed forces for many years.

Throughout our country's history, from the Conquest of 1760 to the two World Wars of the past century, the black population contributed to the birth of Canada as we know it today.

In the late 18th century, as the American colonies prepared to fight for independence from Britain, some commanders realized that they could recruit their black slaves to help defend the British Empire by granting them freedom. In 1775, the British governor of Virginia issued a proclamation calling for able-bodied men to join his army. He promised to free any slave who enrolled. He soon had 800 black soldiers under his command.

The British lost the war and conceded American independence, but the tradition of loyalty to the Crown among the black population and their willingness to fight alongside their countrymen had been established.

A DND publication entitled *For My Country: Black Canadians on the Field of Honour* provides a wealth of information on the specific contribution of black citizens to the CAF tradition.

The Defence Team continues to value diversity, viewing it as a source of creativity and strength that contributes to the CAF's operational capacity. ♣

If you see something – say something:
SECURITY AWARENESS WEEK

This year marks the 10th anniversary of the Government of Canada's Security Awareness Week (SAW), taking place from February 11-15. This year's theme is: 'If You See Something – Say Something'.

Security Awareness Week provides a forum for the various security programs in departments and agencies across the government. This can include a variety of programs such as; business continuity planning, information technology security, information management, training and awareness, personnel security screening, industrial security; physical security, and in the case of DND/CF, Force Protection. SAW is an opportunity for members of the security community to promote their individual security activities and to inform their employees of good security practices which they can continue throughout the year.

Defence is a lead security partner in government and is committed to contributing to the development of a dynamic and professional security community.

Defence Security Outreach, on behalf of the Departmental Security Officer, will be providing tools and products that will assist Military Police, unit security supervisors information systems security officers and other security practitioners hosting Security Awareness Week. All products will be available on-line.

In support of Security Awareness Week, every member of the Defence Team is encouraged to raise awareness by participating in information sessions, reviewing internal security practices or visiting the Defence Security site at: http://vcds.mil.ca/sites/dds.

The theme for this year's Security Awareness Week is: *If You See Something – Say Something.*

Defence Ethics Programme

A WORKING HOLIDAY

"Hi Tom, you are looking a little glum today. Everything alright?" asks Sylvia Carter.

"Hi Sylvia, have you got time for a coffee? I need to vent," says Tom Robichaud.

"Sure Tom, I'll buy."

Ms. Carter and Mr. Robichaud are section heads in a large IT directorate in Ottawa. As the two have a quiet coffee together around the corner from their building, Mr. Robichaud, explains what's bothering him.

"It's my employee-from-hell, Sylvia," says Mr. Robichaud, "you know the 'technical expert' that transferred over from ADM(Mat) last year — Steve Halliday? I was really hopeful that he would be able to grip the problems in my project, so we can get back on track in order to meet the deadlines later this year. But he's always going home sick, or has some emergency with his wife. He's only here about 50-60 percent of the time. And when he is here for a full day, he's out having a smoke at least 4-5 times. I met with him early last week again to discuss his frequent absences, and now he has some 'sensitivity condition' and can't work in the office cubicle we've given him. Apparently the carpets in our office give him headaches which he says increase his heart arrhythmia. So he feels he should be able to work at home."

"Wow, have you talked to human resources to see what your options are?" asks Ms. Carter.

"Of course, but his arrhythmia can only be accounted for by his doctor. In the meantime, however, I still need someone to do the work. The IT problems on my project are no closer to being solved than before 'Mr. Holiday' came onboard. Sylvia, the bottom line is that this guy just wants to get paid for not working and I don't have the time to babysit him or manage this kind of personnel issue at this point in my project."

"Hmm, what if you call him on it?" asks Ms. Carter.

"What do you mean?" asks Mr. Robichaud.

"Well," she explains, "maybe you could get really creative and put him on the spot. The next time he starts complaining of his heart condition, call an ambulance to take him to the hospital. Maybe that will send a strong message to him."

"Not a bad idea Sylvia, but I can't do that unless I'm certain he's really in distress. That wouldn't be right," says Mr. Robichaud.

From a Defence Ethics perspective, what do you think Mr. Robichaud should do? What are his ethical options?

MINI-COMMENTARY: "THE VALUE-ADDED APPROACH TO ETHICS"

Here is a short follow-up to the ethical scenario above, "A Working Holiday", about an employee who always seems to have an excuse not to be at work. No one can dispute that supervisors, managers and officers have responsibilities to their staff and subordinates. We should be concerned about the welfare of our staff, but how far should that responsibility extend? And just as importantly, we all have a responsibility to our immediate supervisor and the larger organizational employer – to fulfill the terms of our paid employment in the public sector. In this scenario, both have an ethical responsibility to each other but it would seem that one in particular, the subordinate employee, is taking advantage of sick leave benefits. As unethical and dishonest as this may be, it does not give the supervisor the right to trick his employee into respecting his terms of employment, especially in the manner that his colleague suggests. Misusing public health and emergency resources is just as dishonest, and more importantly illegal. Other avenues within the human resources organization of the Defence Team exist to help the supervisor in this situation. While they may be time consuming, the supervisor needs to respect the integrity of the processes already in place, in an effort to effectively manage Mr. "Holiday".

For more information on this scenario or other situations, contact: +Ethics-Ethique@CRS DI/P@Ottawa-Hull.

The Battle of Paardeberg – CANADIAN VICTORY IN SOUTH AFRICA

Hailed as a great feat of colonial arms at the dawn of the 20th century, the soldiers of 2nd "Special Service" Battalion, The Royal Canadian Regiment of Infantry (RCRI) accepted the surrender of over 4,000 battle-hardened Boers at Paardeberg Drift, South Africa, in February 1900.

The British declared war in South Africa for numerous reasons, not least of which was the discovery of rich diamond and gold deposits in the area. Canada, politically torn between ethnic-linguistic lines to support or sit out the conflict, sent over 7,000 soldiers to support British arms in the southern hemisphere.

The warfighting practiced by the Boers challenged 19th century British military doctrine. The Boers, descendents of 17th century Dutch colonists, outgunned, out-shot and out-manoeuvred the British Army, who viewed their adversaries contemptibly as a rabble.

The warfighting practiced by the Boers challenged 19th century British military doctrine.

Nothing could have been further from the truth.

The Boers knew the landscape like the back of their hand and used this knowledge to their advantage. They were also supplied the best weapons from their unofficial German government sponsor.

Although the Battle of Paardeberg was Canada's first victory in an overseas war, less well-known is that of the six RCRI companies engaged in the final attack, panic ripped through the ranks and four companies retreated from the field, leaving their comrades to salvage the situation.

INITIAL OFFENSIVE

After marching 28 to 32 kilometres per day for a week and during the hottest month of the year – temperatures ranged from 40°C to 50°C – the Canadians suffered the punishing effects of dehydration.

The column arrived at the edge of the Modder River. Entrenched well beyond was General Piet Cronje and his Boer Army and it was at this juncture of the campaign – to take the Boer capital at Bloemfontein – that the Canadians were ordered to attack.

The RCRI came under fire over several kilometres out. To their credit, the Canadians improvised tactics by moving closer to the Boer position through fire and movement. Coming to within 400 metres of the Boers, the Canadians were pinned for the remainder of the day.

The results were appalling. The Boers used their Mauser rifles to great effect, killing 18, wounding 63, and reducing the RCRI's effective strength by nine percent.

The British and Canadians spent the next eight days skirmishing and entrenching their positions, determined to defeat their enemy through a siege.

SIEGE WARFARE

Although the Boers were well-armed, they hadn't planned on defending against a sustained siege. Low morale gripped the Afikan (African) troops, undoubtedly swayed by the presence of their families within their camp.

Sensing an advantage, British Field Marshall Frederick Roberts ordered the assault.

The RCRI formed the leading force with British troops in support. At 2 a.m., the Canadians crept forward. After 45 minutes of unimpeded advance, Boer piquets opened fire and the battle was on. For 15 minutes, a hot exchange between the two opposing forces ensued.

But without warning, four of six assaulting companies fled the field. After the war, soldiers recounted the horrifying experiences of the initial assault and these thoughts gripped their minds in the midst of this final offensive. They returned to the cover of their siege trenches apparently hearing the order "retire and bring back your wounded". The two remaining companies continued to fire sporadically, deceiving their enemy as to the true nature of the Canadian retreat.

As the guns fell silent, the Boers crept out of their trenches to investigate. They were met by the combined fire of the two remaining companies. By sun-up, the Boers waved the white flag surrendering to the Canadians.

HEROES OF THE EMPIRE

In an instant, a legend was born. When the British commanders lauded the Canadians as the heroes of the Empire, the soldiers participating in the fight were somewhat embarrassed by the headlines.

Yet Paardeberg was the first British victory in the Boer War. And the Canadians' role in the victory was immediately seized by the British who used it as a tool for greater imperial involvement in South Africa.

Although Paardeberg opened the road to a conventional surrender of the Boers later that spring, some Boer military leaders in the field chose to wage war in a strung-out partisan insurgency. It was a bitter period in British and Canadian military history.

But at the end of February 1900, Canadians and the British Empire exulted in the RCRI's victory at Paardeberg. ◆

Soldiers of the Royal Canadian Regiment of Infantry's Second Battalion cross Paardeburg Drift during the Boer War.

NEW BIO-DETECTION CAPABILITY HIGHLIGHTS CBRN WORKSHOP

During the annual CBRN defence workshop, hosted by the Directorate of CBRN Defence and sponsored by the Chief of Force Development, DRDC scientist Dr. Sylvie Buteau reported promising results from BioSense, a prototype sensor that detects biological threat agents at a distance.

Discussions about laser-induced fluorescence don't usually draw a crowd. So, when defence research scientist Dr. Sylvie Buteau took to the podium to talk about the use of fluorescence in standoff detection of biological agents, one wouldn't have expected a sudden rush to find seats. But, to an audience of chemical, biological, radiological and nuclear (CBRN) defence experts at the Canadian Armed Forces (CAF) annual CBRN defence workshop, she had them at "Bonjour".

Dr. Buteau's talk focused on the military's Holy Grail of biological defence: standoff detection – or the ability to detect, provisionally classify and monitor a biological threat at a distance. Fluorescence, coupled with technologies that measure fluorescence, is the basis of a new prototype detector, developed by Defence Research and Development Canada (DRDC) at Valcartier, Quebec, in concert with private-sector partners.

This technology is important to a military force conducting operations in a CBRN-threat environment. The CAF have the capability to detect harmful chemical and biological agents on contact, a capability known as point detection. But, newer standoff technologies under development are offering detection at a distance, well before contact with the harmful agent.

BIOSENSE – SENOR DETECTION AT A DISTANCE

As Dr. Buteau explained, DRDC Valcartier has leveraged technology to develop BioSense, a prototype sensor that detects at a distance. Aerosol clouds are located and monitored with a technology known as light detection and ranging (LIDAR). The device can sweep over an area of several dozen square kilometres identifying and tracking the trajectories of suspect aerosol clouds. Clouds detected are then lased with a different frequency which causes the aerosolized particles to fluoresce. The spectral signature of the fluorescing particles is analyzed to determine if the cloud is a threat, and if so, to provisionally determine what agent is present.

Chemical, biological, radiological and nuclear (CBRN) defence experts provide the CAF with detectors for warning of biological agents at a distance to provide our forces with enough time to take protective measures.

During the CBRN defence workshop, hosted by the Directorate of CBRN Defence and sponsored by the Chief of Force Development, Dr. Buteau reported promising results from test and evaluation sessions carried out in Valcartier, as well as at DRDC Suffield, Alberta, and the US Army's Dugway Proving Ground in Utah.

The Standoff Bioaerosol Sensing, Mapping, Tracking and Classifying System Technology Demonstration Project, BioSense's official project name – headed by Dr. Jean-Robert Simard at DRDC Valcartier, will provide valuable input into the CAF's larger Biological Detection, Identification and Monitoring Project. This latter project, currently in the identification phase, will provide the CAF with detectors for warning of biological agents at a distance to provide our forces with enough time to take protective measures.

CBRN AWARENESS, TRAINING, AND BI-NATIONAL PLANS

The CBRN defence workshop also provided an opportunity for representatives from the Royal Canadian Navy, the Canadian Army, the Royal Canadian Air Force, Canadian Special Operations Forces and the Canadian Forces Fire and CBRN Academy to provide updates on CBRN awareness, readiness and training in their own services.

The forum also heard from other government departments during a federal partners' day. Public Safety Canada reviewed the federal government's CBRNE Resilience Strategy and Action Plan, and outlined work on the Beyond the Border initiative with the US, which will establish bi-national plans and capabilities for emergency management, with a focus on CBRNE events. ◆

PROTECTING CAF PERSONNEL FROM CBRN ATTACKS

It's more than a gas mask. Protecting Canadian Armed Forces (CAF) personnel from chemical, biological, radiological and nuclear (CBRN) threats today includes an array of sophisticated capabilities and technologies, including sensors, reconnaissance capabilities, individual and collective protective equipment, and a variety of decontamination systems. Developing and promoting this force protection capability is the job of the Directorate of CBRN Defence, an organization reporting to the Chief of Force Development.

"My vision is to have CBRN Defence capability fully integrated into force development, force generation and force employment, and to enable interoperability with allies and other government departments in joint and combined CBRN defence operations," says Lieutenant-Colonel Alain Rollin, director of CBRN Defence and the principal advisor to the Strategic Joint Staff, the Chief of the Defence Staff, and the three services on all matters relating to CBRN defence outside of special operations forces responsibilities.

CBRN THREAT DURING FIRST WORLD WAR

The CAF have not actually faced a CBRN threat head-on since the infamous chlorine attacks of the Second Battle of Ypres during the First World War. However, the threat did persist throughout the Cold War and emerged as a so-called asymmetric threat – not so much from traditional adversaries as from rogue nations, failing states and terrorists who could resort to any means to achieve their objectives.

The CAF have long had CBRN defence capabilities. Gas masks have been a staple capability, as have decontamination systems and a range of chemical and radiological detectors. But the kit was beginning to age. So, more than a decade ago, the CAF undertook a modernization program to replace outdated equipment and to acquire leading-edge CBRN defence technology.

CBRN OMNIBUS PROGRAM

The CBRN Omnibus Program, as the modernization initiative came to be known, manages a group of sub-projects, each of which focuses on an aspect of CBRN defence capability: detection, identification and monitoring, information management, physical protection and hazard management. The program overlaps the Directorate of CBRN Defence, for direction and doctrine, and the Assistant Deputy Minister (Materiel) for acquisition.

In recent years, the program has rolled out new personal, hand-held and fixed-site chemical agent sensors, a vital-point biological agent detection system, and sophisticated 50- to 100-person collective protection shelters. Each project has undergone a rigorous – and lengthy – process of options analysis, requirements definition, and implementation.

Still in the works are projects for an improved and thorough decontamination system, improved joint general service respirators (gas masks), new remotely-operated reconnaissance vehicles, and a sensor integration and decision support system. The reconnaissance project expects to achieve full operational capability in 2014, while the decontamination project is aiming to achieve this by 2015.

CBRN DEFENCE INTREGRATION INTO TRAINING AND OPERATIONS

As new CBRN Defence capabilities come on-line, the focus of the Directorate shifts toward integration of those capabilities into training and operations.

In February 2012, the Defence Capability Board approved the Chemical, Biological, Radiological and Nuclear Defence Operating Concept. It serves as a framework for force developers, generators and employers to establish and maintain a CBRN force protection capability. As the Operating Concept notes, CBRN defence is a fundamental consideration for all military operations, missions or tasks where a CBRN threat may exist.

CANADIAN ARMED FORCES SUPPORT IN MALI - LES FORCES ARMÉES CANADIENNES AU MALI

A Canadian Armed Forces CC-177 Globemaster III arrived in Bamako, Mali, on January 17 carrying a French military light armoured vehicle, medical supplies and ammunition.

The Canadian Government committed one RCAF CC-177 transport aircraft, in a non-combat role, to transport equipment into the Malian capital of Bamako following a request from the French government. It was recently announced that Canada's commitment will continue until mid-February.

Royal Canadian Air Force traffic technicians from 2 Air Movements Squadron, 8 Wing Trenton, and loadmasters from 429 Transport Squadron, 8 Wing Trenton, Ont., are part of Air Task Force Mali, Canada's contribution to the French efforts to stabilize the African country of Mali.

Un CC-177 Globemaster III des Forces armées canadiennes est arrivé à Bamako, au Mali, le 17 janvier. L'aéronef transportait un véhicule blindé léger, des fournitures médicales et des munitions des forces françaises.

À la demande du gouvernement français, le gouvernement du Canada a consenti à envoyer un aéronef de transport de l'ARC, un CC-177, afin de transporter de l'équipement à destination de Bamako, capitale du Mali, mais non de participer aux combats. On a récemment annoncé que le soutien du Canada se poursuivra jusqu'à la mi-février.

Des techniciens des mouvements du 2e Escadron des mouvements aériens, de la 8e Escadre Trenton, en Ontario, et des arrimeurs du 429e Escadron des transports, également de la 8e Escadre Trenton, forment la Force opérationnelle aérienne au Mali, la participation du Canada aux mesures prises par la France afin de stabiliser la situation au Mali.

PHOTOS: SGT MATTHEW MCGREGOR

PARTICIPATING COUNTRIES: (AT THE TIME OF PUBLICATION)

US, UK, Canada, Algeria, Benin, Belgium, Burkina Faso, Chad, Denmark, Niger, Sierra Leone, Senegal, Estonia, Germany, Guinea, Ghana, Italy, Ivory Coast, Mauritania, The Netherlands, Nigeria, Poland, Spain, Togo, Tunisia, United Arab Emirates.

LES PAYS PARTICIPANT À L'INTERVENTION AU MALI AU MOMENT DE LA PUBLICATION DE *LA FEUILLE D'ÉRABLE* :

Les États-Unis, le Royaume-Uni, le Canada, l'Algérie, le Bénin, la Belgique, le Burkina Faso, le Tchad, le Danemark, le Niger, la Sierra Leone, le Sénégal, l'Estonie, l'Allemagne, la Guinée, le Ghana, l'Italie, la Côte d'Ivoire, la Mauritanie, les Pays-Bas, le Nigeria, la Pologne, l'Espagne, le Togo, la Tunisie et les Émirats arabes unis.

MALI

AREA: 1,240,192 KM² \ SUPERFICIE : 1 240 192 KM²
POPULATION: 15,494,466 (July 2012 est) \ **POPULATION : 15 494 466** (estimation datant de juillet 2012)
LIFE EXPECTANCY - TOTAL POPULATION: 53.06 YEARS \ ESPÉRANCE DE VIE : 53,06 ANS

COUNTRY COMPARISON TO THE WORLD \ COMPARAISON AVEC LE RESTE DU MONDE :
MALE: 51.43 YEARS \ HOMMES : 51,43 ANS
FEMALE: 54.73 YEARS (July 2012 est) \ **FEMMES : 54,73 ANS** (estimation datant de juillet 2012)

DID YOU KNOW INFO

Official language is French, but Bambara is the most widely spoken. Altogether 13 of the indigenous languages of Mali have the legal status of national language.

UN SURVOL DU MALI

Le français est la langue officielle et le bambara est la langue la plus parlée. En tout, treize des langues autochtones du Mali ont le statut de langue nationale.

NATIONALITY

Malian(s)

NATIONALITÉ

Malienne

LANDSCAPE

Mostly flat to rolling northern plains covered by sand; savanna in south, rugged hills in northeast

PAYSAGE

Surtout du terrain plat parsemé de plaines onduleuses couvertes de sable dans le nord, la savane dans le sud et des terres accidentées dans le nord-est

NATURAL HAZARDS

Hot, dust-laden harmattan haze common during dry seasons; recurring droughts; occasional Niger River flooding

DANGERS NATURELS

La chaleur, l'harmattan poussiéreux, qui est commun pendant les saisons sèches, les sécheresses récurrentes, les inondations occasionnelles provoquées par le fleuve Niger

ECONOMY

Among the 25 poorest countries in the world, Mali is a landlocked country highly dependent on gold mining and agricultural exports for revenue. The country's fiscal status fluctuates with gold and agricultural commodity prices and the harvest. Mali remains dependent on foreign aid. Economic activity is largely confined to the riverine area irrigated by the Niger River and about 65 percent of its land area is desert or semidesert. About 10 percent of the population is nomadic and about 80 percent of the labour force is engaged in farming and fishing. Industrial activity is concentrated on processing farm commodities. The government in 2011 completed an IMF extended credit facility program that has helped the economy grow, diversify, and attract foreign investment. Mali is developing its cotton and iron ore extraction industries to diversify foreign exchange revenue away from gold. Mali has invested in tourism but security issues are hurting the industry. Mali experienced economic growth of about 5 percent per year between 1996-2010.

ÉCONOMIE

Le Mali est l'un des 25 pays les plus pauvres du monde. Ce pays enclavé dépend principalement de l'exploitation aurifère et de l'exportation agricole. Sa situation financière fluctue selon les prix de l'or et des denrées agricoles, ainsi que des récoltes. Le Mali continue d'être tributaire de l'aide étrangère. L'activité économique du pays se concentre autour de la région fluviale irriguée par le fleuve Niger. Environ 65 p. 100 de son territoire se situent en région désertique ou semi-désertique. Environ 10 p. 100 de la population est nomade et environ 80 p. 100 de la main-d'œuvre s'adonne à l'agriculture et à la pêche. L'activité industrielle porte principalement sur la transformation de produits agricoles. En 2011, le gouvernement du Mali a participé à un programme de facilité élargie de crédit du FMI, qui l'a aidé à faire croître son économie, à diversifier ses activités et à attirer des investissements étrangers. Le Mali développe ses secteurs industriels du coton et de l'extraction de minerai de fer pour diversifier les revenus du marché des changes, qui se limitait à l'or. Le Mali a investi dans l'industrie touristique, mais les problèmes de sécurité nuisent à celle-ci. De 1996 à 2010, le Mali a connu une croissance économique d'environ 5 p. 100 par année.

AGRICULTURE

Cotton, millet, rice, corn, vegetables, peanuts; cattle, sheep, goats

AGRICULTURE ET ÉLEVAGE

Coton, millet, riz, maïs, légumes, arachides; bétail, moutons, chèvres

INDUSTRY

Food processing; construction; phosphate and gold mining

INDUSTRIE

Transformation des aliments, construction, extraction minière de phosphate et d'or